华章科技

O2O应该这样做

向成功企业学O2O战略布局、实施与运营

[O2O Practice
Strategy, Implementation and Operation]

程成 袁莹 王吉斌 彭盾 著

以案例形式全面解读来自BAT等O2O平台型企业，以及来自互联网、电商、餐饮、生活服务、大型商超、零售、日用品、消费电子、服装、酒店和旅游等10余个行业的20家知名企业O2O实践经验。

从战略、战术、布局、营销、实施、运营等多个维度系统讲解企业开展O2O实践所需的方法，启发性和指导性极强。

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（4）从资源控制者转变为引导者

在商业社会中，资源控制者往往掌握着话语权，而随着移动互联网的发展，信息不对称被打破，企业需要从资源的控制者转变为引导者，通过开放平台吸引更多的合作伙伴，共同为用户创造价值。

2.腾讯的打造之路

腾讯从2008年开始布局，逐步建立起自己的O2O体系。依托QQ的庞大用户群体以及强大的社交关系链，腾讯不断探索O2O模式的应用。2010年10月推出QQ团购，正式进入团购领域，同时也是腾讯在O2O领域的重要尝试。2011年腾讯推出了高朋网，在同年又推出了F团，腾讯在团购领域的O2O布局进一步深化，同时在1月推出了微信，并在微信中于2011年5月上线了附近的人功能，使腾讯用户增长16%以上。之后，又在2012年5月推出了微信会员卡功能，真正打通线上与线下。2012年11月推出微信公众平台，并在公众平台中加入了CRM管理功能。而在2013年1月，腾讯将高朋、F团以及腾讯QQ团购整合，进一步完善了团购布局。

从以上来看，腾讯的O2O之路经历了多个阶段，其中最为核心的就是QQ和微信，QQ是腾讯最大的用户平台，而微信则是腾讯在移动互联网时代最重要的入口，腾讯正是依托这两大平台，逐步构建起自己的O2O生态体系，并在不断的完善中。

3.微信+O2O生态体系

在PC时代，腾讯凭借着庞大的用户群体和社交关系链获得了巨大的成功，而在移动互联网时代，腾讯依靠微信牢牢地掌握了移动互联网的入口，微信成为腾讯在移动互联网时代的重要武器。

腾讯的移动入口——微信，是腾讯2011年推出的一款为智能终端提供即时通讯服务的免费应用程序。微信的发展——从最初的通讯工具，到后来的社交平台，再到现在的移动生活方式，微信已经不仅仅是一个简单的应用，据统计，微信的月活跃用户已经达到433万，是目前国内

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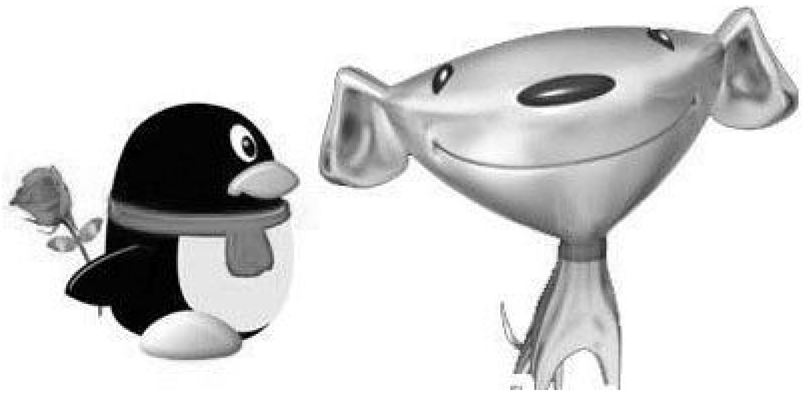
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家电行业的O2O模式的分析

1.家电行业的适用模式

在提出了4PS理论后，小米的营销方式和海尔创新的C2B模式都改变了消费者的消费方式，并为他们带来了全新的体验——开创了一种全新的家电O2O模式。当然C2B所创新的只是“定制”，而小米的发展则是“粉丝”效应，而要如何发挥这种全新模式的作用，就需要家电企业自身根据实际情况进行分析。

目前国内家电市场消费者中，有95%以上的用户都会选择到线下体验店进行商品了解和实际体验，所以在家电行业开展O2O业务需要注意把握以下几点方面，具体内容如下。

（1）“多”字原则

这里所说的多字原则，指的是要建立多种类型的线上线下渠道，比如家电卖场专卖店、品牌专卖店等，这样才能开展O2O业务。在这方面做得比较好的有苏宁、国美等，他们通过建立多元化的线上线下渠道来吸引消费者，让消费者能够在线下门店实际体验后再到线上平台购买，或者是在线上平台购买之后再到线下门店提取商品。

（2）“快”字原则

在家电行业的消费模式中，由于时间的问题，导致许多消费者都希望能够尽早获得自己所购买的产品，所以在物流方面，一定要遵循“快”字原则，让消费者能够在最快的时间内获得自己购买的产品。当然“快”字原则不仅体现在物流方面，“快”字原则也可以体现在售前咨询和售后服务等方面，让消费者能够在咨询问题时得到快速回复，在售后服务中得到快速处理。

（3）“好”字原则

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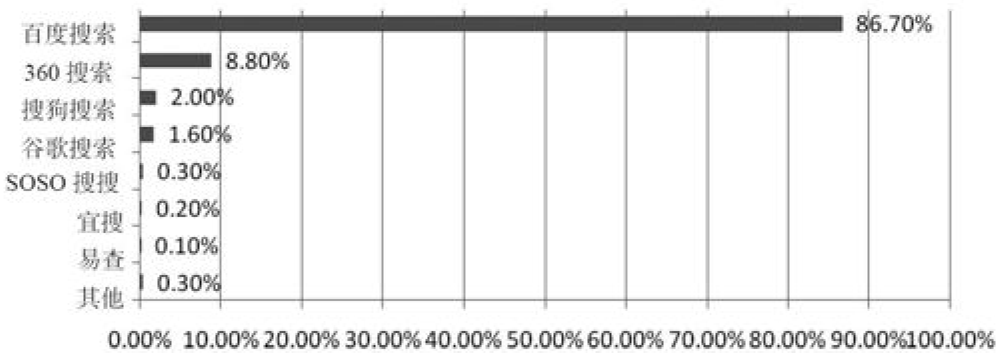
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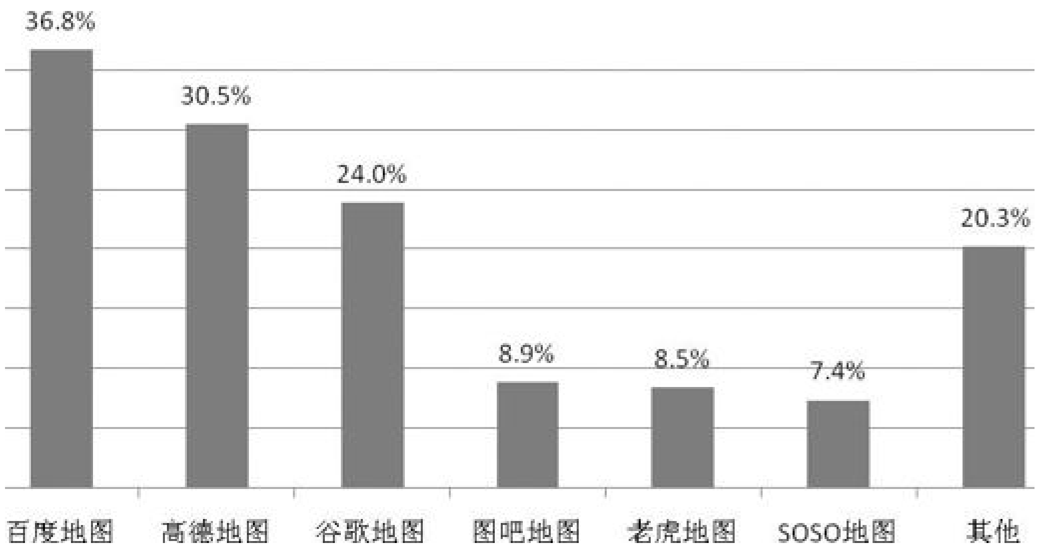
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三、星巴克咖啡在华公司发展战略的财务分析

星巴克咖啡是世界领先的特种咖啡零售商，自1971年成立以来，一直到2007年，业绩都非常的辉煌，但此后，星巴克的经营就陷入了业绩低迷的困境。在2008年1月，星巴克的股价比前一年下降了近50%，为挽救岌岌可危的局面，Schultz重新回到星巴克任CEO，采取了一系列的措施挽救星巴克。在Schultz回归后的第一季度，即截至5月份的第三财政季度，星巴克的净利润大幅缩水了28%，这是星巴克自2000年以来首次出现季度亏损。星巴克的股价在2007年7月的时候下降到了一半以上，2006年的时候下降了1/3，而且跌到2003年时的水平。

星巴克2008年、2009年重新确立经营战略，以及不断的进行创新，让星巴克重新焕发出光彩，星巴克的业绩大幅回升，在2009年第四季度，盈利同比增长了69%，比预期还要高出很多。在2010年，财报显示增长了13.8%，为华尔街的40年来的最高水平，财务状况很是乐观，同时股价一路高涨，高出8%，这表明星巴克基本已经走出了困境。

星巴克在华的发展，遭遇了诸多的竞争对手，2013年，星巴克遭遇了强大的对手COSTA，其面临的竞争压力可想而知。“计划3年内要在中国的门店数增加到250家以上”，这是星巴克在中国的主要战略目标之一，COSTA与星巴克在中国市场上的“开店战”已经拉开帷幕，二者之间存在相似的发展理念，运营战略和思路，使得竞争更加的激烈。

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2004[illegible]Facebook[illegible]YouTube[illegible]Twitter[illegible]YouTube[illegible]Facebook[illegible]Twitter[illegible]Foursquare[illegible]Google[illegible]Foursquare[illegible]25[illegible]Google[illegible]Google Offer[illegible]

[illegible]2013[illegible]4[illegible]17[illegible]YouTube[illegible]17587[illegible]749[illegible]Facebook[illegible]“[illegible]”[illegible]Like[illegible]3426[illegible]Instagram[illegible]118[illegible]Twitter[illegible]365

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排名	餐饮企业	Facebook评分	Twitter评分	YouTube评分	社交化总分
1	星巴克（Starbucks）	72.34	22.51	12.24	107.09
2	麦当劳（McDonald's）	67.50	14.30	7.02	88.82
3	赛百味（Subway）	48.48	46.89	7.93	73.29
4	塔可钟（Taco Bell）	28.21	12.40	19.51	60.13
5	橄榄园（Olive Garden）	47.95	2.27	2.45	52.67
6	苹果蜂（Applebee's）	41.35	8.80	2.08	52.23
7	奇波特（Chipotle）	22.70	10.85	17.28	50.83
8	布法罗鸡翅（Buffalo Wings）	35.56	8.95	5.28	49.79
9	冰雪皇后（Dairy Queen）	39.26	3.56	6.60	49.43
10	猫头鹰餐厅（Hooters）	25.02	3.71	19.64	48.36

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2008[illegible]Schultz[illegible]Schultz[illegible]My Starbucks Idea[illegible]

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[illegible]2013[illegible]3[illegible]My Starbucks Idea[illegible]5[illegible]15[illegible]277[illegible]



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[illegible]——[illegible]“[illegible]”[illegible]25[illegible]40[illegible]18[illegible]90%[illegible]

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2001[illegible]WiFi[illegible]2004[illegible]“T-Mobile HotSpot”[illegible]Hot Spot[illegible]3100[illegible]WiFi[illegible]8[illegible]

[illegible]2010[illegible]7[illegible]AT&T[illegible]WiFi[illegible]iTunes[illegible]2013[illegible]

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2.[illegible]O2O[illegible]

2012[illegible]2012[illegible]2011[illegible]38%[illegible]50.4%[illegible]Android[illegible]iOS[illegible]3800[illegible]8400[illegible]APP[illegible]73%[illegible]81%[illegible]APP[illegible]32[illegible]41[illegible]APP[illegible]

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[illegible]3[illegible]Mobile Pour[illegible]LBS[illegible]

[illegible]2011[illegible]4[illegible]7[illegible]Mobile Pour[illegible]Mobile Pour[illegible]——[illegible]7[illegible]

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Early Bird□□□□□□□□APP□□□□□□□2012□□□□□□APP□□□□□□□□□□□□□□□□□□□□□□□APP□□Facebook□Twitter□□□□□□□□□□□□





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2014[illegible]1[illegible]8[illegible]“2014[illegible]”[illegible]2013[illegible]O2O[illegible]2013[illegible]O2O[illegible]

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2010[illegible]——[illegible]“[illegible]”[illegible]

2011[illegible]11[illegible]O2O[illegible]O2O[illegible]O2O[illegible]2011[illegible]12[illegible]O2O[illegible]O2O[illegible]O2O[illegible]O2O[illegible]O2O[illegible]

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2012[illegible]O2O[illegible]

2012[illegible]5[illegible]PC[illegible]App[illegible]200[illegible]200[illegible]12[illegible]“9.9[illegible]”[illegible]Offline[illegible]Online[illegible]

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2013[illegible]O2O[illegible]“[illegible]”[illegible]“[illegible]+[illegible]+[illegible]”[illegible]O2O[illegible]“[illegible]”[illegible]“[illegible]”[illegible]O2O[illegible]

2013[illegible]9[illegible]“[illegible]”[illegible]O2O[illegible]PC[illegible]O2O[illegible]

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2.[illegible]O2O

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06 [illegible]O2O[illegible]

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1940[illegible]66[illegible]1955[illegible]·[illegible]QSCV[illegible]Q——Quality[illegible]S——Service[illegible]C——Clean[illegible]V——Value[illegible]100[illegible]

[illegible]2011[illegible]QSCV[illegible]

[illegible]MosBurger[illegible]Goody[illegible]

[illegible]2011[illegible]8[illegible]3.5%[illegible]3.3[illegible]1300[illegible]3240[illegible]——[illegible]1.4[illegible]

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[illegible]Pinterest[illegible]Facebook[illegible]Pinterest[illegible]

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3.[illegible]APP

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9:41 AM
下载
麦当劳优惠券完美版
有效期至：2012年10月9日
筛选
B1: ￥22.00
黑白通吃(1对)
趣多多麦旋风
省 ￥5.50
1份
B2: ￥22.50
趣多多麦旋风
麦乐鸡(5块)
美汁源阳光橙
省 ￥5.00
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参与免费麦当劳活动，轻松兑换食品
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更多


运营商
7:45 PM
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免费麦当劳
兑换中心
1241
bik***，兑换了手机充值10元 (23分钟前)
点击查看更多可兑换物品
5元提现
支付宝
¥10
手机话费充值卡
WISH
支付宝5元
500
手机充值10元
1000
草莓新地
700
点击进入下面的任务，免费获取金币
任务E
任务C
任务G
任务A
任务F
任务B
技巧：任务每天更新一般上午数量最多，先一次查看所有任务中的软件，选金币数量最多的开始做
提示：任务中获取的金币会同步到此页的总金币中(稍有延时)
客服QQ：2425359428
优惠券
附近餐厅
免费麦当劳
麦乐送
更多



运营商
9:41 AM
下载
麦当劳优惠券完美版
有效期至：2012年10月9日
筛选
请选择需要购买的食品：
可口可乐(中)
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多果滋珍珠奶茶
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运营商
9:42 AM
返回
8/22，选中3张，共￥86.00
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包括下列食品：
麦乐鸡(5块)
黑白通吃堡(1对) X 2份
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可口可乐(中) X 2份
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H1 酷辣黑椒鸡腿堡+珍珠奶茶
H2 脆辣猪猪球(小)+雪碧，￥16
H3 脆辣猪猪球(小)+薯条+柑橘姜饮，￥25
H4 酷辣黑椒鸡腿堡+培根蔬萃双层牛堡，￥33.5
H5 酷辣黑椒鸡腿堡+麦辣鸡腿堡+麦乐鸡(5块)+柑橘姜饮+薯条(大)+麦旋风，￥54
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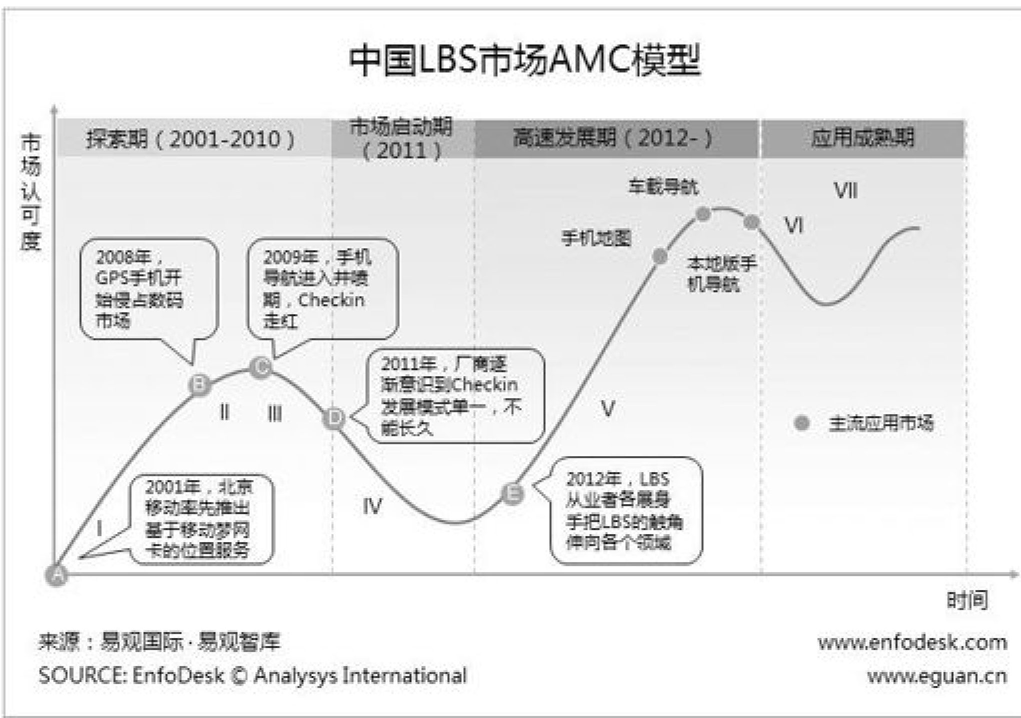
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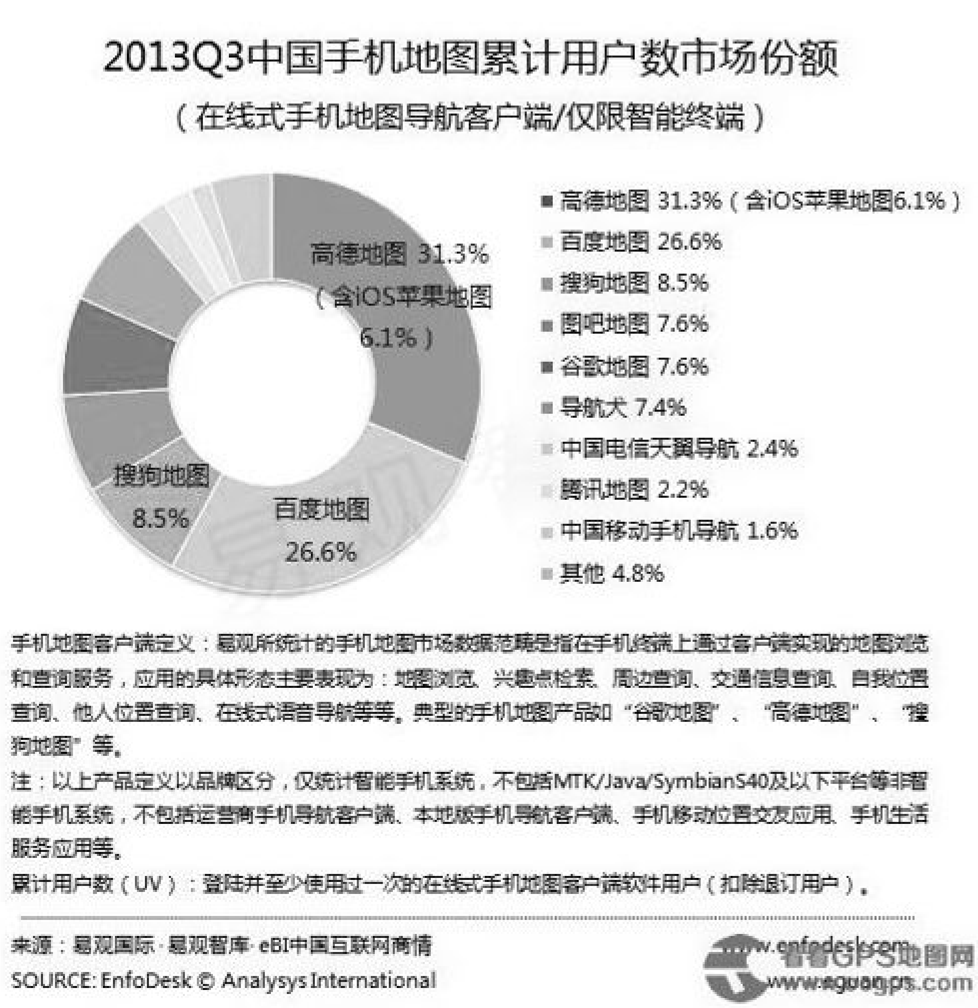


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4 lines of missing-glyph boxes [illegible]

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2013Q3中国手机地图累计用户数市场份额
（在线式手机地图导航客户端/仅限智能终端）
高德地图 31.3%（含iOS苹果地图 6.1%）
搜狗地图 8.5%
百度地图 26.6%
高德地图 31.3%（含iOS苹果地图6.1%）
百度地图 26.6%
搜狗地图 8.5%
图吧地图 7.6%
谷歌地图 7.6%
导航犬 7.4%
中国电信天翼导航 2.4%
腾讯地图 2.2%
中国移动手机导航 1.6%
其他 4.8%
手机地图客户端定义：易观所统计的手机地图市场数据范畴是指在手机终端上通过客户端实现的地图浏览和查询服务，应用的具体形态主要表现为：地图浏览、兴趣点检索、周边查询、交通信息查询、自我位置查询、他人位置查询、在线式语音导航等等。典型的手机地图产品如“谷歌地图”、“高德地图”、“搜狗地图”等。
注：以上产品定义以品牌区分，仅统计智能手机系统，不包括MTK/Java/SymbianS40及以下平台等非智能手机系统，不包括运营商手机导航客户端、本地版手机导航客户端、手机移动位置交友应用、手机生活服务应用等。
累计用户数（UV）：登陆并至少使用过一次的在线式手机地图客户端软件用户（扣除退订用户）。
来源：易观国际·易观智库·eBI中国互联网商情
SOURCE: EnfoDesk © Analysys International
www.enfodesk.com
www.eguangps.com

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2014[illegible]3[illegible]8[illegible]“[illegible]”[illegible]“3.8[illegible]”——[illegible]7[illegible]8[illegible]O2O[illegible]

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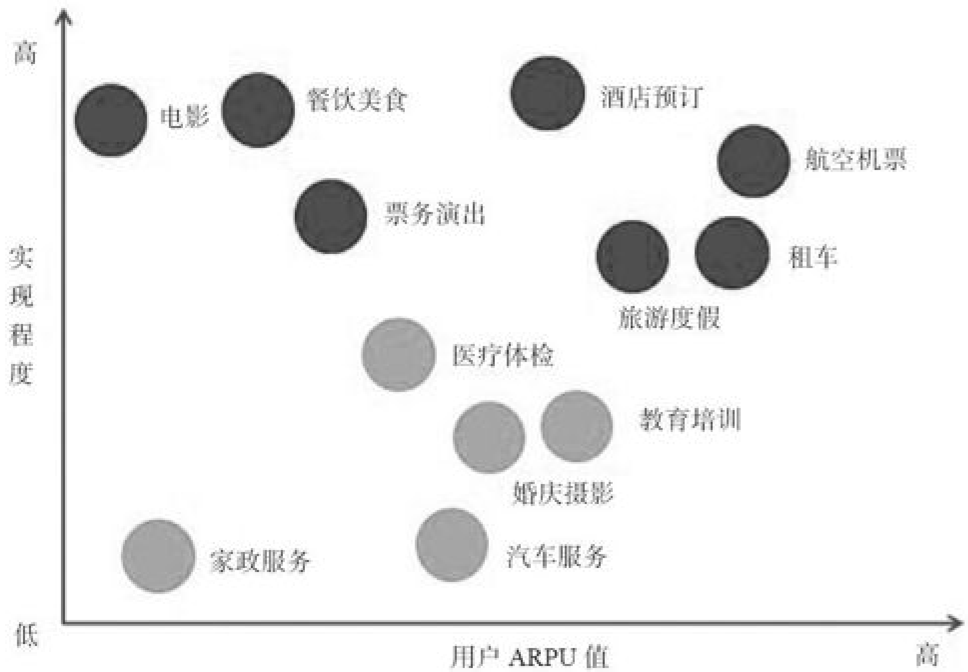
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[illegible]2013[illegible]9000[illegible]3000[illegible]800[illegible]2300[illegible]35[illegible]75%[illegible]

[illegible]O2O[illegible]

1.[illegible]O2O[illegible]

[illegible]O2O[illegible]O2O[illegible]“[illegible]”[illegible]BAT[illegible]O2O[illegible]2011[illegible]2012[illegible]1.6[illegible]2014[illegible]2014[illegible]2[illegible]19[illegible]

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2684m
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2811m
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热度: 8
2881m
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眉州东坡酒楼(团结湖店)
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3013m
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人均: ¥65
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营业时间:10:00--21:00
送餐时间:10:00--14:00 17:00--21:00
送餐说明:送餐时间约60分钟,送餐费6.00 元/单
0.00元起送 100.00元以上免费送餐
打包费说明:餐厅按餐盒实际用量收取打包费
活动信息
2013.11.1-2014.2.28，订餐享9.5折，自
提享折上9.5折。特殊节假日更有自提享赠
送活动!
地址(送餐范围:2公里)
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赏秋热菜 (11道)
赏秋小吃 (2道)
凉菜 (25道)
热菜 (76道)
汤 (4道)
小吃 (14道)
河海鲜 (24道)

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我是江小白
生活很简单

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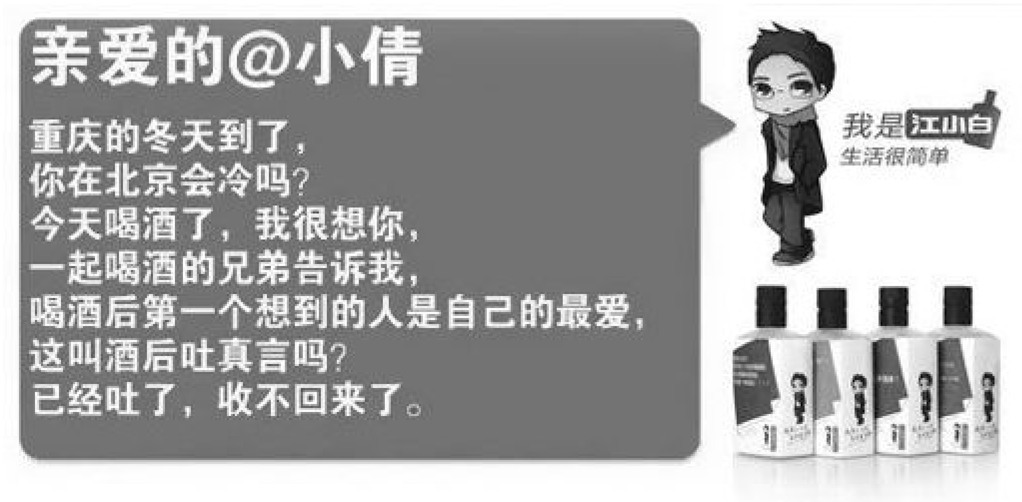
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亲爱的@小倩
重庆的冬天到了，
你在北京会冷吗?
今天喝酒了，我很想你，
一起喝酒的兄弟告诉我，
喝酒后第一个想到的人是自己的最爱，
这叫酒后吐真言吗?
已经吐了，收不回来了。
我是江小白
生活很简单

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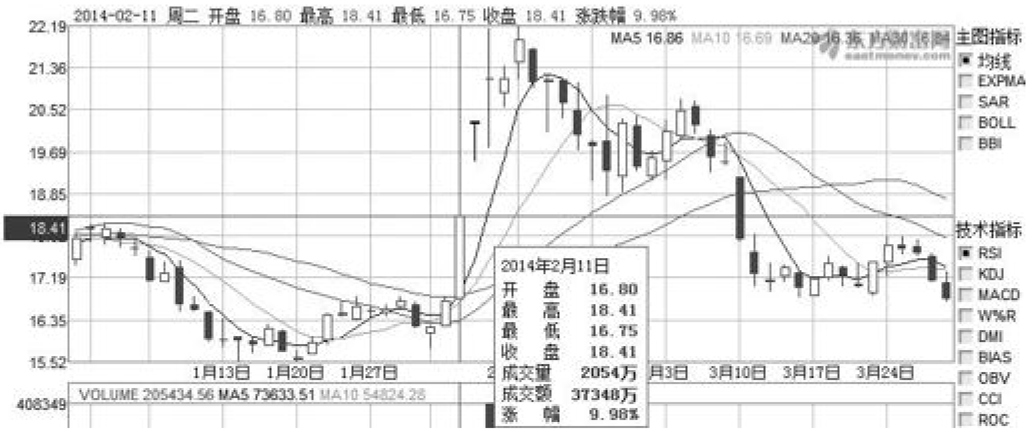
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[illegible]7[illegible]“[illegible]”[illegible]O2O[illegible]30[illegible]“[illegible]”[illegible]“[illegible]Social[illegible]+[illegible]Local[illegible]+[illegible]Mobile[illegible]”[illegible]

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[illegible]2013[illegible]2012[illegible]O2O[illegible]386.6[illegible]2011[illegible]87.1%[illegible]2013[illegible]61.1%[illegible]622.8[illegible]2015[illegible]O2O[illegible]1200[illegible]2012[illegible]O2O[illegible]0.98[illegible]2011[illegible]58.1%[illegible]2013[illegible]O2O[illegible]1.39[illegible]O2O[illegible]2015[illegible]2[illegible]O2O[illegible]2012[illegible]1.7%[illegible]2013[illegible]2.4%[illegible]

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3.[illegible]Online to Offline+Offline to Online

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14 [illegible]O2O[illegible]

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中国餐饮O2O市场规模
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亿邦动力网根据公开信息整理
www.ebrun.com

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[illegible]2010[illegible]5[illegible]“[illegible]”[illegible]2010[illegible]9[illegible]“LUCKY LINE in Taiwan”[illegible]64[illegible]11[illegible]“LUCKY LINE”[illegible]16[illegible]12[illegible]133[illegible]B2C[illegible]UV[illegible]5[illegible]

[illegible]UNIQLOCK[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

5.[illegible]

[illegible]“[illegible]”[illegible]

2013[illegible]86%[illegible]——[illegible]

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[illegible]UNIQLOOK[illegible]“[illegible]”[illegible]

[illegible]E-mail[illegible]Chi[illegible]“LUCKY LINE”[illegible]

6.[illegible]

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[illegible]O2O[illegible]O2O[illegible]O2O[illegible]O2O[illegible]O2O[illegible]O2O[illegible]

17 [illegible]O2O[illegible]

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[illegible]O2O[illegible]O2O[illegible]
[illegible]O2O[illegible]
[illegible]2005[illegible]
[illegible]2010[illegible]2010[illegible]
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2012[illegible]170[illegible]30%[illegible]2013[illegible]
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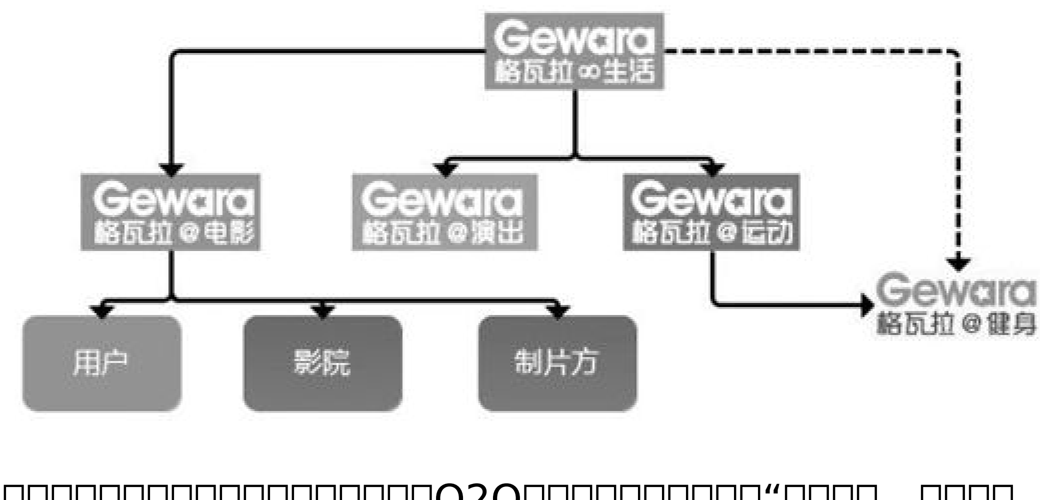
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[illegible]HiMovie[illegible]Move Tag[illegible]
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4.[illegible]

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[illegible]30[illegible]50%[illegible]“[illegible]”[illegible]“[illegible]”[illegible]10%[illegible]50%[illegible]

[illegible]2013[illegible]200[illegible]1500[illegible]——[illegible]

[illegible]2013[illegible]2014[illegible]8[illegible]

[illegible]“[illegible]”[illegible]——[illegible]“[illegible]”[illegible]8[illegible]2013[illegible]400[illegible]60%[illegible]75%[illegible]

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O2O[illegible]GPS[illegible]O2O[illegible]O2O[illegible]O2O[illegible]

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Orbitz Worldwide[illegible]2001[illegible]

[illegible]2004[illegible]Cendant[illegible]

[illegible]Orbitz[illegible]2007[illegible]7[illegible]

[illegible]IPO[illegible]GDS[illegible]travelport[illegible]Orbitz 48%[illegible]

Orbitz[illegible]Cheap Tickets[illegible]the Away

Network[illegible]ebookers[illegible]Hotel Club[illegible]Ratesto Go[illegible]

Orbitz Worldwide[illegible]

[illegible]Orbitz[illegible]2014[illegible]2[illegible]labs.orbitz.com[illegible]

[illegible]10[illegible]Orbitz[illegible]

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[illegible]OTA[illegible]Priceline[illegible]Expedia[illegible]TripAdvisor[illegible]AirBnb[illegible]

[illegible]comScore[illegible]2012[illegible]1000[illegible]OTA[illegible]Orbitz[illegible]Expedia[illegible]Priceline[illegible]PC[illegible]

[illegible]2011[illegible]20[illegible]2%[illegible]130[illegible]2015[illegible]400[illegible]——[illegible]PhoCusWright[illegible]2015[illegible]20%[illegible]comScore[illegible]2013[illegible]30%[illegible]

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[illegible]2013[illegible]SITA[illegible]5%[illegible]78%[illegible]PC[illegible]“[illegible]”[illegible]

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[illegible]PC[illegible]PAD[illegible]Phone[illegible]Expedia[illegible]DaraKhosrowshahi[illegible]“[illegible]90%[illegible]PC[illegible]”

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2.[illegible]

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[illegible]Orbitz[illegible]Orbitz[illegible]O2O[illegible]

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2013[illegible]Amadeus[illegible]O2O[illegible]

Orbitz[illegible]O2O[illegible]Orbitz[illegible]2014[illegible]1[illegible]Orbitz Labs[illegible]Orbitz[illegible]PC[illegible]

[illegible]Orbitz[illegible]O2O[illegible]

[illegible]Orbitz[illegible]Orbitz[illegible]last-minute[illegible]——“Big Game Flight Finder”[illegible]Big Game[illegible]“Big Game Hotel

Finder”[illegible]Big Game[illegible]last-minute[illegible]

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5.[illegible]

[illegible]2014[illegible]1[illegible]Orbitz[illegible]PC[illegible]Flight Recommendations[illegible]Scratchpad[illegible]Itinerary Sharing[illegible]Orbitz[illegible]O2O[illegible]

Orbitz[illegible]48[illegible]Flight Recommendations[illegible]Orbitz[illegible]

Orbitz[illegible]

Itinerary Sharing[illegible]AirDrop[illegible]Facebook[illegible]Orbitz[illegible]

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[illegible]O2O[illegible]Argos

[illegible]PC[illegible]PC[illegible]2[illegible]——O2O[illegible]——[illegible]Argos[illegible]O2O[illegible]

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1.O2O

Argos Argos




Select
Select
GET IT DELIVERED
NEW
Many Argos extra
items now available
in this store!
Ask a member of staff for details.

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[illegible]1[illegible]2[illegible]Argos[illegible]

2.O2O[illegible]

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Argos[illegible]Argos[illegible]

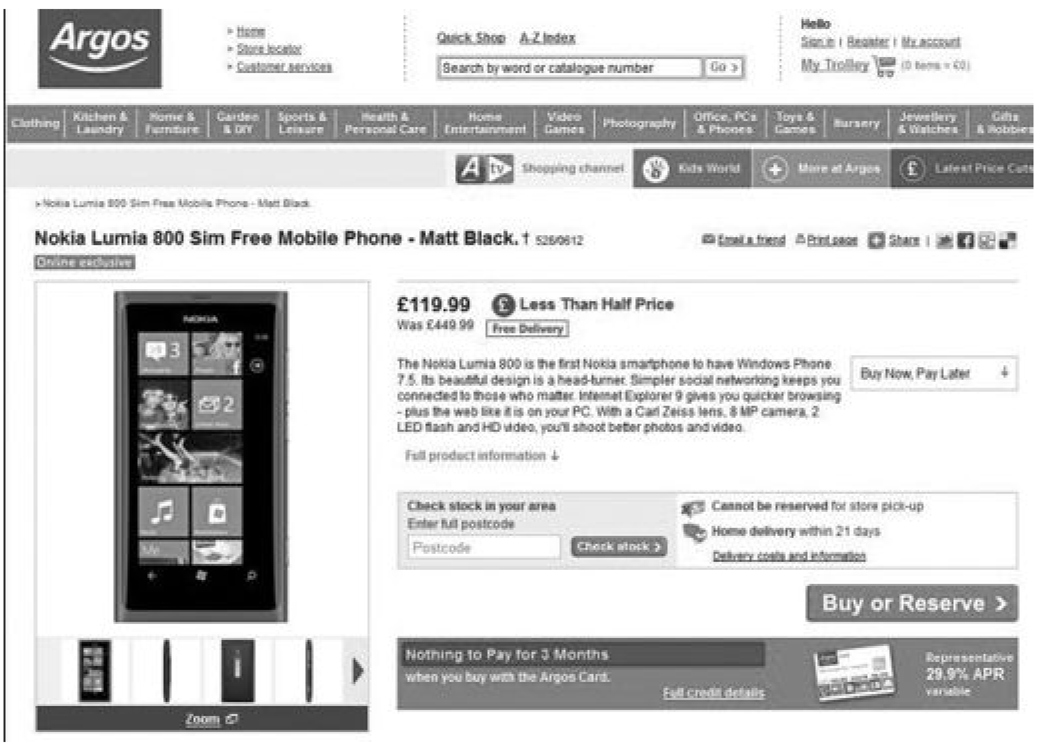
3.O2O[illegible]

Argos[illegible]17000[illegible]Argos[illegible]

[illegible]3G/4G[illegible]O2O[illegible]Argos[illegible]IOS[illegible]APP[illegible]APP[illegible]25000[illegible]

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Argos[illegible]50%[illegible]22%[illegible]Argos[illegible]“[illegible]”[illegible]





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1.[illegible]

[illegible]Argos[illegible]O2O[illegible]Argos[illegible]700[illegible]O2O[illegible]Online[illegible]Offline[illegible]Argos[illegible]Argos[illegible]B2C[illegible]

2.[illegible]

[illegible]Argos[illegible]O2O[illegible]Argos[illegible]Argos[illegible]Argos[illegible]

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20[illegible]90[illegible]2/3[illegible]Argos[illegible]O2O[illegible]Argos[illegible]17000[illegible]750[illegible]

Argos[illegible]

Argos[illegible]O2O[illegible]

4.[illegible]

[illegible]O2O[illegible]Argos[illegible]750[illegible]Argos[illegible]Argos[illegible]Argos[illegible]Argos[illegible]UPS[illegible]UPS[illegible]Argos200[illegible]

[illegible]UPS[illegible]UPS[illegible]Argos[illegible]UPS[illegible]Argos[illegible]RDC[illegible]Argos[illegible]Argos[illegible]





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20 [illegible]O2O[illegible]——[illegible]

[illegible]

——[illegible]·[illegible] [illegible]

[illegible]O2O[illegible]

[illegible]O2O[illegible]“[illegible]”[illegible]

2003[illegible]“[illegible]”[illegible]

[illegible]2008[illegible]6[illegible]2008[illegible]11[illegible]8[illegible]“[illegible]”[illegible]

[illegible]3[illegible]

[illegible]O2O[illegible]

1.O2O[illegible]

[illegible]VIP[illegible]MVP[illegible]CEO[illegible]VP[illegible]VIP[illegible]

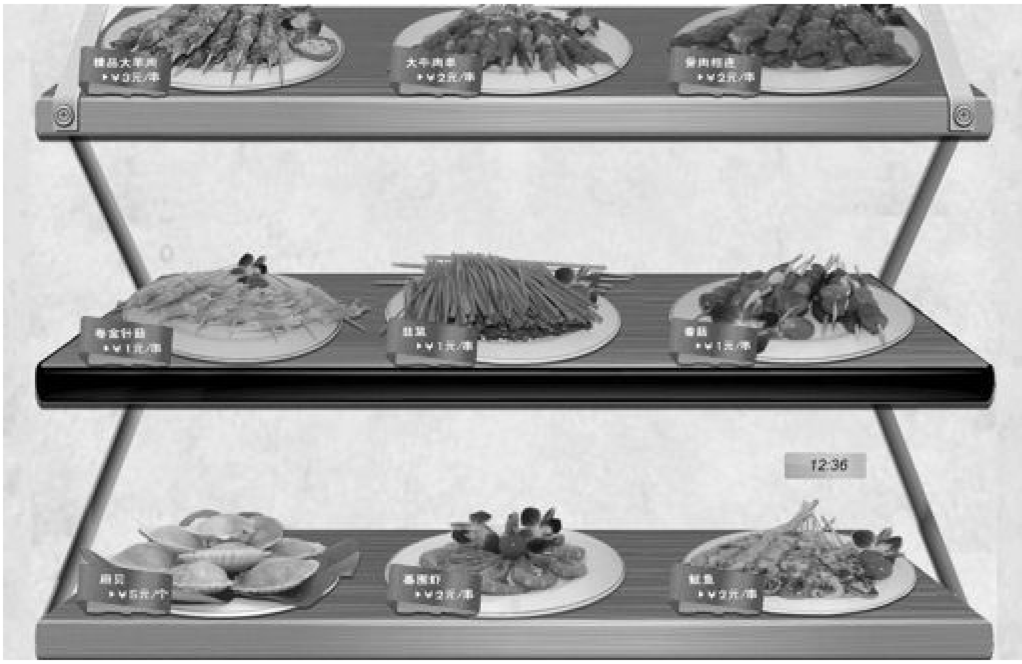
[illegible]3[illegible]2009[illegible]2[illegible]“[illegible]”[illegible]220[illegible]

[illegible]

[illegible]“[illegible]”[illegible]MVP[illegible]Minimum Viable Product[illegible]

2.O2O[illegible]

30[illegible]2[illegible]70[illegible]3.5[illegible]……[illegible]


12:36



3.O2O[illegible]

[illegible]

[illegible]O2O[illegible]O2O[illegible]“3I[illegible]”——interesting[illegible]interest[illegible]individuality[illegible]

[illegible]15[illegible]QQ[illegible]“[illegible]”[illegible]



[illegible]40%[illegible]6000[illegible]2500[illegible]25%[illegible]140%[illegible]1[illegible]20[illegible]

[illegible]

4.O2O[illegible]&[illegible]


东西新鲜，味道好，配...
食材很新鲜，鱿鱼串、...
这次和朋友去顾村公园...
04:40
东西不错，很新鲜！腌...

O2O[illegible]

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1.[illegible]

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3.[illegible]&[illegible]

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4.[illegible]

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